

Master Plan Development
KENTUCKY EXPOSITION CENTER
Louisville, Kentucky
March 8, 2016



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In association with
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The user agency, Kentucky Exposition Center was represented during the course of the work by Clifford (Rip) Rippetoe, Executive Director and staff Sam Ruth, Anthony Leachman, Kevin McCoy, Jim Erickson, Kevin Moore, David Erwin, Dave Patrone and Amanda Storment. Division of Engineering architect, Spencer Sullivan also participated in the management of the master planning project. John Kaatz of CSL also assisted in review and coordination with CSL's Market Study.

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EXECUTIVE SUMMARY

The Kentucky Exposition Center, with over 1.2 million square feet of exhibit space and 73,000 SF of meeting space, generates over \$400,000,000 of annual economic impact to the Kentucky economy. This master plan is intended to serve as a guide for future development of the facilities to advance the mission of the Kentucky State Fair Board in agriculture, tourism and the economic development of the Commonwealth.

This Master Plan Development is based on the Preliminary Master Plan Development Analysis for KEC prepared by market analyst CSL International and dated July 9, 2015. It is deemed essential that the recommendations herein are “Market-Based” and follow priorities contained in that report.

Underlying principles in the Master Plan start with creating a more user-friendly experience responding to user needs, and improving staff efficiency and the work environment. Another key principle of this Master Plan for the KEC is to separate the Agri-Business/livestock functions on the west campus from the Exhibition/Meeting facilities on the eastern campus.

It is necessary to demolish Cardinal Stadium due to its unstable condition and obsolete functionality. This demolition will free up space immediately north of Freedom Hall for one element of the storage space. To be most efficient, storage space, needs to be in close proximity to where the equipment will be used. Therefore, a portion of the storage space should be located north of Freedom Hall, connected by a staging area. The staging area will serve as access into Freedom Hall and also as a warm-up ring for horses going into the Hall. A second component of new storage will be to the east of the South Wing complex, with access to the truck road and to South Wing truck docks. This again places storage close to the areas it serves.

To accommodate the agri-business function, an Agri-Plex is proposed directly north of Freedom Hall and adjacent to the new storage facility. This multi-use complex will provide 1,000 animal stalls when needed, but also can be used for many other functions, including stand alone functions, youth sports, specialized events and possibly certain types of concerts.

The most efficient method to accomplish these recommendations would be to combine them into unified project and execute them simultaneously.

Due to lack of ongoing funding for maintenance, both Freedom Hall and the West Wing complex are in poor condition and need updating and enhancing. It is proposed to renovate much of the infrastructure and to visually enhance both facilities through a series of improvements. These enhancements will encourage existing clients to continue and entice

new business to utilize the facilities. Until such funding is available, the West Hall and West Wing would see limited use.

It is recommended that the West Wing Complex be replaced in the future as funding may become available. In the interim, until replacement is possible, some minor enhancements should be done to continue existing client utilization.

One of the deficiencies identified in the CSL analysis is the ratio of meeting space to exhibition space. To alleviate this, approximately 75,000 square feet of new meeting space is recommended. It is to be placed in close proximity of the North Wing and South Wing to make it readily accessible for breakout use. 40,000 square feet of the new meeting space will be a multi-purpose ballroom, with full support space, including kitchen.

There are various improvements to the overall site that should be implemented. These include enhanced way finding systems, new symbolic entrances integrated with ticketing and entrance functions, upgraded landscaping and promotion of sustainability in all future improvements.

The proposed developments identified herein are all conceptual and will have to be refined through detailed programming and design. Priorities and phasing will be developed according to available funding and the need to keep KEC operational at all times.

INTRODUCTION

Goals and Objectives: This Master Plan for Louisville's KEC conceptually describes an approach for maximizing the use of existing resources, identifying an improvements program to facilitate successful marketing and operations of the facility, and improving the visitor experience. This master plan also addresses the process of implementation, including a consideration of improvement priorities and a logical construction sequencing. The master plan describes a general framework for physical actions growing out of the recently completed market study, but it intentionally does not provide specific design solutions.

Methodology: The physical master planning process was undertaken by an experienced architect who had a long a history with KEC, teamed with a national expert in the various venue types and exposition space on the campus. Their approach to this project included site reconnaissance, stakeholder interviews, review of previously completed studies, collaboration with the market analyst CSL, development of options and the narrowing down those options to a recommended course of action.

Market Study Basis: CSL's "Preliminary Master Plan Development Analysis for the Kentucky Exposition Center" (July 9, 2015) forms the critical departure point for the physical planning recommendations contained in this report. The physical improvements program is therefore market-based, with consideration given to factors such as event market capture, increasing revenue streams, return on investment, and the wise use of public funds. It is recommended that such a market-driven perspective be maintained throughout the implementation of the project through the participation of the market analysts in facility programming, design review, testing final design solutions with user groups and a continuous monitoring and comparing of results against future projections.

Guiding Principles: The recommended master plan is also guided by a focus on the users both guests and operators) experience. Through multiple years of on-site observations and the KSF conveyance of anecdotes to the master planning team, various areas for improvement have been identified. In this sense the proposed improvements program is not just about fine-tuning the type and quantity of exterior and interior spaces to be marketed and utilized, but also about their quality and relationship to each other. The master plan takes into account these guiding principles:

- Clear orientation and wayfinding
- Logical movement around the site for both the public and supporting service activities
- Accommodation of multiple simultaneous events
- Environmental comfort and environmental stewardship
- Creating a sense of place, joy, excitement and fun such that the visitor feels "I want to come back."
- Improvement in functionality so that event turnover is minimized and support staff productivity is maximized.
- Synergy and coordination among the various improvement projects so that they support each other rather than occur in isolation.

EXISTING CONDITIONS

The Kentucky Exposition Center opened in 1956 and has had many modifications, improvements and additions since then. The center contains about 1.2 million square feet of exhibition space and approximately 73,000 square feet of meeting space distributed in 54 meeting rooms. Early additions to the original facility were Broadbent Arena and West Hall in 1977. More recent major additions started with South Wing A in 1991, then South Wing B in 1993, South Wing C in 2005 and finally the North wing in 2007. Cardinal Stadium, built around 1956 has reached the end of its useful life, and because of its poor condition it cannot be used and must be demolished. Overall, the entire facility is intensely used, and the wear and tear on it shows.

Some facilities of the KEC have become rundown and are in bad repair because of lack of maintenance funding and the absence of investment in needed capital improvements. Freedom Hall, which was last renovated in 1987, needs significant enhancements and upgrades. It is not used as much since University of Louisville basketball moved downtown to the Yum! Center several years ago. The seating needs replacing and the lower level bowl requires major upgrades. The concourses are dated and dreary. The arena ceiling needs replacing and lighting improved or replaced.

Some of the South Wing facilities are 9 to 14 years old and could use updating as well. The needs basically are new floor coverings and wall treatments.

Of all facilities at the KEC, the West wing and the Pavilion are in the poorest condition. The floors are deteriorating with large cracks and holes, and the ceilings are dark and in need of painting. The HVAC systems need upgrading as does the lighting. Because the West wing is used for many livestock events it has a lingering unpleasant odor that needs to be alleviated. Until funding is available for replacement, deferred maintenance issues should be addressed.

Many of the buildings require roof replacement and other significant repairs. The parking lots and sidewalks are not in good condition and need upgrading and maintenance. Wayfinding for vehicles and pedestrians throughout the site needs major enhancements including significant landscaping.

SUMMARY OF MARKET STUDY PREPARED BY CSL INTERNATIONAL

Prior to the commencement of the physical master planning process, Construction Sports and Leisure (CSL International, Minneapolis, MN) was retained by the Kentucky State Fair Board to prepare a analysis of future event demand for the Kentucky Exposition Center and to identify improvements based on the market analysis that could help the center improve its competitive position and revenue stream. This market-based research was undertaken to form the basis for this physical master plan's recommendations for facilities, amenities and site planning priorities for the complex. The final CSL report dated July 9, 2015 is on file at the KEC Administrative offices.

CSL's KEC Strategic Planning Analysis - Brief Summary of Primary Findings and Recommendations for the KEC is reproduced below. This summary serves as the basis for the physical planning recommendations presented in this Master Plan document. The full CSL document should be read in its entirety to gain a full understanding of the basis for these recommendations.

Immediate Priorities

- Phase II planning should include approximately 100,000 square feet of additional storage space. With the demolition of Cardinal Stadium, sufficient square footage of centrally located space could be available. Combined with the development of a show/warmup ring and an improved animal circulation pattern, the area of Cardinal Stadium becomes a critically needed event production, storage and facility maintenance nexus.
- Develop of 500 to 1,000 new animal stalls, and improve the circulation patterns proximate to Freedom Hall. An indoor space of approximately 200,000 square feet would be needed to develop 1,000 stalls.
- Various upgrades to Freedom Hall should be considered, including upgraded green rooms, enhancements to seating, improved lighting, enhanced hand rails, added points of sale for food service and bringing the facility up to current ADA codes. Investment in an improved curtaining system and any needed upgrades to the truss system should be considered.
- A practice/warm-up ring should be developed on the north side of Freedom Hall. In order to provide an organized flow from stalls to warm-up ring to Freedom Hall, the demolition of Cardinal Stadium will be necessary. The significant space created will allow for the necessary production space for the largest of agriculture and equestrian events held at the KEC.
- Near term improvements to the West Wing should be undertaken, including repair and painting of all existing surface areas, introduction of natural light where possible, addressing roof leaks and other structural issues, and efforts to address lingering odor issues due to the significant accommodation of livestock events.

- Equipment investment that should be pursued includes the following:
 - Portable seating – Capacity for up to 10,000 using portable seating in various configurations.
 - Crowd control systems –A modest investment in this equipment would enhance the ability to produce major events, and would address an important event planner concern.
 - Basketball courts – Consideration should be given to purchasing at least 10 of the newer Maple Select hardwood sport courts at approximately \$15,000 to \$25,000 per court.
 - Goals and time keeping/scoring equipment – It will be important to supplement added court equipment with new goals and time keeping equipment.
 - Video monitors – Large portable video monitors should be placed throughout the facility to enhance the sporting event audience’s viewing ability.
 - Pipe and drape –Maintaining a modest amount of pipe and drape, table skirting and other equipment could provide the KEC with an enhanced revenue stream.
 - Portable ticket booths –Consideration should be given to renovation of existing inventory or purchase of new booths.
 - Floor treatment –Consideration should be given to a temporary carpet flooring option for use in some portions of space utilized for their events. Consideration should also be given to the permanent application of Equi-Turf, a composite solution that is sprayed onto floors for prevention of slippage and ease of cleaning.
 - Indoor flat track - new indoor flat track flooring to be used in Broadbent Arena. Costs could approximate \$15,000 to \$20,000.
 - There are numerous improvements that should be considered throughout the exterior grounds of the KEC complex, including replacement of existing satellite ticket booths. Existing structures are outdated and require significant repair or replacement investment. The experience upon entering the complex is very nondescript. Consideration should be given to creating architecturally significant entrance monuments that reflect the importance and vitality of the complex. A new signage and wayfinding system is needed, and it may provide sponsorship opportunities.

Long Term Priorities

Over the longer term, should it become impossible to retain existing high-impact events at KEC due to the poor conditions in the West Wing, replacement of this space should be considered. It will not likely be necessary to replicate the conditions of the North/South Halls in terms of column grid or level of finish. Any redeveloped West Wing space will still cater significantly to

livestock/equestrian events. As a result, a 60 foot column grid could be utilized, as well as very basic finishes, in order to reduce costs.

Consideration should be given to creating some form of industry appropriate cultural/educational component within the KEC campus. Significant planning and discussion should take place with key tenants and stakeholders, with the goal of developing a broad concept and funding plan within the next several years.

There is a significant acreage comprised of asphalt parking surface. Long term consideration could be given to more environmentally up to date surface material that helps prevent ground water runoff.

Projects Not Supported as Part of Long Term KEC Planning

- A new outdoor amphitheater facility, potentially located on or near the existing Cardinal Stadium site may attract 12 to 18 concerts annually. Cost for construction could range between \$25 million and \$35 million, and operating revenues may not fully offset both operating costs and annual debt service.
- Given the high cost of development and difficulties in generating operating profit, an amphitheater is not considered as a viable component of long term KEC development.
- Our research indicates that local and regional drive in demand may exist for an outdoor sports complex, and that to attract larger national events, at least 12 fields would be necessary. However, the current KEC campus, while providing for significant acreage, does not appear able to conveniently accommodate a 12 field outdoor complex. While a six field complex could be developed, it may not attract significant national or room night generating activity, and would be very limited in any expansion potential. Further, the site of the existing Cardinal Stadium, a potential location for an outdoor sports complex, would be better suited to creating the critical storage and back of house infrastructure needed to ensure that existing event activity is supported. For these reasons, such a complex is not considered a viable component of future KEC development. However, given the interest in such outdoor space on the part of various event producers, locations within the vicinity of the KEC that take advantage of existing area hotel and restaurant infrastructure should be considered.
- Discussion has also taken place as to the development of indoor track and field space. Use of Broadbent Arena has been considered for these purposes as well. While there would be significant daily use of an indoor track and field venue, national tournaments would be somewhat limited. It would likely be very difficult to justify the cost of constructing and operating such a venue given the likely operating revenue and economic impact.
- Repositioning of Broadbent Arena would be difficult given the extended period of time needed to host indoor track and field events, and the existing needs for the space from current events. Acquisition of an indoor flat track as previously discussed could be a cost-effective way to attract some element of indoor track and field events.

(End of quote from CSL report)

RECOMMENDATIONS

Based on the CSL marketing study, on-site observations, and interviews with key stakeholders and knowledge of the property, the master planning team has compiled recommendations for improving the KEC facilities. The component facilities of the KEC campus which are addressed below include:

- Demolition of Cardinal Stadium
- New Storage Space
- Agri-plex
- Freedom Hall
- West Wing
- New Meeting/Multi-Purpose Ballroom Space
- Broadbent Arena

Cardinal Stadium

Cardinal Stadium, originally constructed in 1956, has been condemned as unsafe and is no longer used for events, occupancy, or storage. In order to proceed with most of the recommended improvements for the KEC, Cardinal Stadium demolition is the first priority. The existing Cardinal Stadium consists of the grandstands seating approximately 20,000, concourse and ramps as well as former locker rooms, offices and storage areas under the stands. It is a combination of a concrete sub-structure and structural steel superstructure.

An inspection in 1996 of the stadium revealed numerous concrete cracks as well as spalling brick. This inspection came after repairs had been made in late 1980 and additional ones in the late 1990s. The most recent study and review of Cardinal Stadium were accomplished in April 2013. This study identified numerous building and structural deficiencies and noted that previous repairs are now beginning to fail. In addition, code and ADA issues were prevalent.

Utilities, including natural gas, domestic water, fire protection, sanitary and storm sewers, electrical power and telecom systems go under and through the lower structure; these will have to be abandoned or relocated. Most of them can be disconnected, capped or abandoned. The medium voltage electrical service for the stadium is currently being fed from the Freedom Hall switchgear which is located between the stadium and Freedom Hall. It will be necessary to shut down this gear and remove the conductors that feed the stadium. This feeder can be removed and reused to support future buildings. The fiber optic feed for the Maintenance Building and a few gates currently run through the Stadium. New 24 strand, Single Mode, fiber optic cabling from restroom building in parking lot K/L will have to be provided to back feed Gates #2, #3, #4 and the Maintenance Building. New fiber optic switches and patch panels will be provided at

each location. Once this work is complete, the existing telecommunication feed from Freedom Hall can be removed and demolition can begin. Consideration should be given to protecting and leaving the playing field intact. This space could be used for some open air events such as state fair concerts and small outdoor events. .

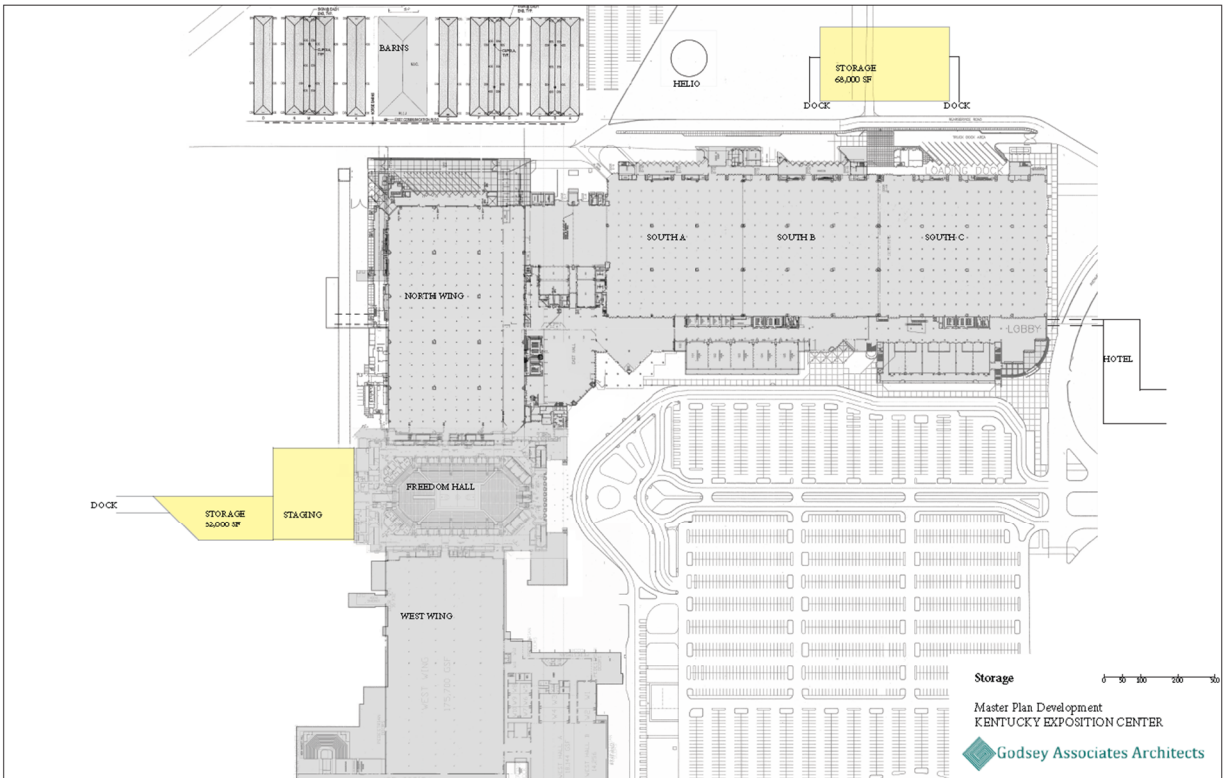
STORAGE

CSL recommends approximately 100,000 square feet of additional storage space for the KEC campus. According to CSL, the current ratio of storage to net usable exhibit space at KEC is 0.03. The average for comparable facilities is 0.15 and the median is 0.17. By adding 100,000 SF the ratio will be approximately 0.12, still at the lower end of the industry range.

To help alleviate KEC's shortfall of storage facilities, it is recommended that there be two new separate storage areas. One facility should be located north of Freedom Hall where Cardinal Stadium currently stands. This facility could be part of the Agri-Plex and should contain 30,000 -35,000 SF of space. It can then be used to store animal stalls when they are not being used. Also many storage items need to move into and out of Freedom Hall. Basketball courts, horse show barriers as well as exhibit booths and chairs are utilized on various occasions. The second storage facility should be in close proximity to the South Wing Complex and contain 65,000 to 70,000 SF. It should be located on the east side of the service road that serves the South Wing truck docks. This will give easy access to all three South Wing Halls through the existing truck dock areas. This structure can be a simple building with the east wall designed to present a good face to the I-65 traffic, and its appearance can be enhanced with landscaping.

The storage space should be located in reasonably close proximity to the exhibit space that it supports. The types of FF&E that require storage will include movable bleacher seating, stages and related access systems, pipe and drape systems, portable basketball floors and related equipment, chairs and tables, etc. The storage space should have at least 16' vertical clearance to allow for the vertical stacking of some items. Wide roll-up doors should be provided with clear paths of travel to and from the nearby served exhibit spaces. Vehicle access to the new storage space should accommodate van trucks as well as fork lifts. There should also be truck docks for over the road vehicles to bring in materials. Internal subdivision of the new storage area can be accomplished by chain link fence – hard partitions that block visibility and airflow are not required. Consideration should be given to using natural day lighting (clerestory and/or skylights) in order to minimize electrical power requirements for artificial lighting. Technical systems should include security cameras and door access monitoring.

Another possibility for additional storage beyond the two recommended locations described above would be to use the Pavilion. This would potentially displace a few areas for shows or the State Fair, but since it has infrequent occupancy, disruption would not be significant.



AGRI-PLEX

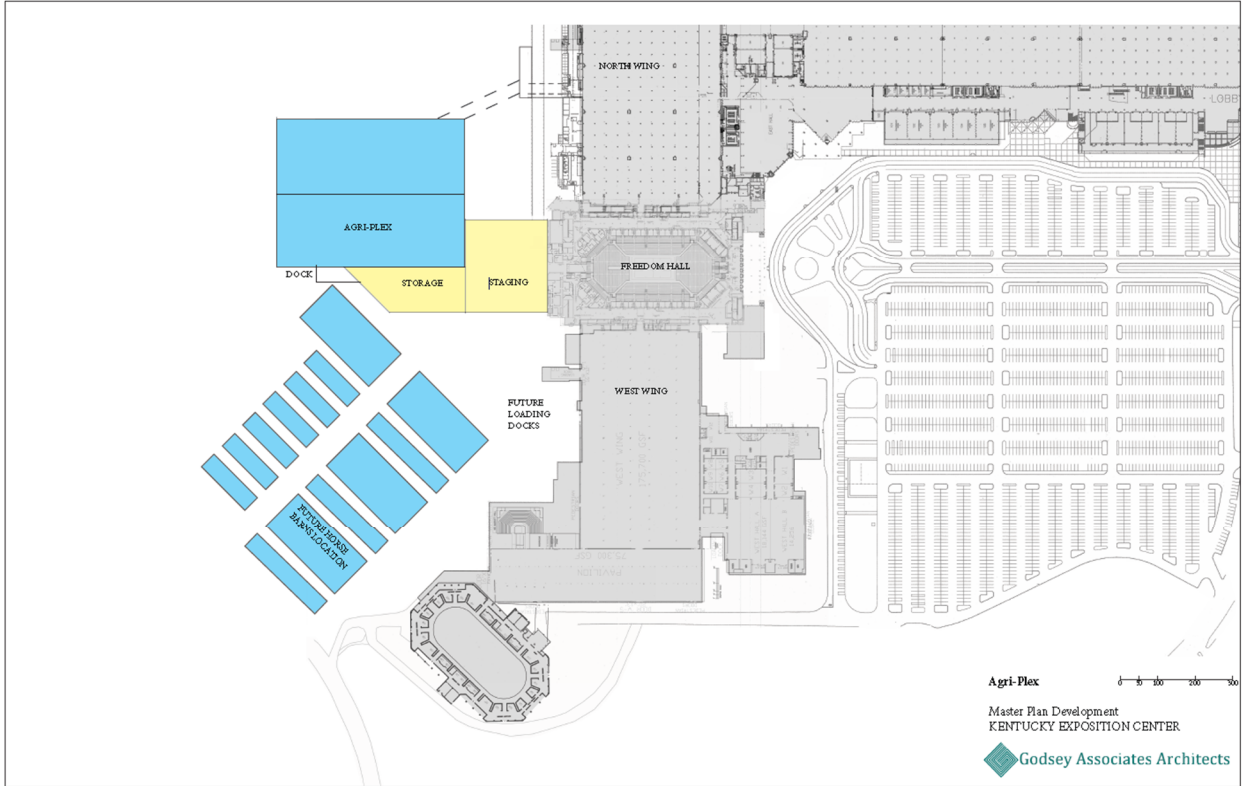
The CSL study recommends that 500 to 1,000 new animal stalls be built to replace those previously housed in Cardinal Stadium. Additionally, an improved animal circulation pattern and a warm-up ring is recommended. In studying these recommendations and in several discussions with KEC staff, it was felt that a multi use-facility could meet these needs and also address potential growth area in the KEC business plan, Youth Sports, other Agriculture events and trade shows. Rather than a facility for just animal stalls which are used only a few weeks per year, it is recommended that a multi-use facility ("Agri-Plex") be developed. This facility could handle agri-business exhibit space for other clients not needing full Class A exhibit space. The design must be flexible and equipped to handle some youth sport events such as volleyball tournaments basketball events and others. As many as 20-30 courts could be accommodated in a 200,000 SF complex, and other types of sporting events could also be served. Such a flexible facility could be used for a significant amount of calendar days and help accommodate some existing clients. The facility should be of simple construction with approximately 100 foot clear spans and clear heights of 20-24 feet inside.

To maintain flexibility of use, the Agri-Plex should connect to the North lobby and thence to the exhibit halls. It is also recommended that a sky bridge connection be made to Freedom Hall for use during livestock functions. These connections should be served by both stairways and elevators from the Agri-plex.

Additional flexibility could include design of infrastructure to accommodate lighting, rigging and sound for small concerts in the space

Other functional needs can be addressed as part of the new Agri-Plex. A practice/warm up ring should be developed between the proposed Agri-Plex Center and Freedom Hall. However, this space is better described as a Staging Area. It will serve as the warm-up ring and entry zone leading into Freedom Hall for horse shows. Additionally, it will serve as a staging area for other shows and events held in Freedom Hall such as tractor pulls, concerts and livestock judging. It should be covered by a roof with clear span and no columns within. The area should be paved and allow for a dirt topping when used as a warm-up ring.

Improved animal circulation will be achieved by having new stalls in the Agri-Plex Center adjacent to Freedom Hall. The safety concern with horses coming from the barns crossing the truck road was considered and relocation of the Horse Barns is recommended. Relocation of the barn in the vicinity of the new Agri-Plex and Broadbent Arena would consolidate all livestock facilities on the west part of campus. Zoning related functions in this way will help the overall organization and wayfinding at the KEC campus to be better understood by visitors. It could be noted that the 1987 Master Plan Study also recommended that the barns be located in this vicinity.



FREEDOM HALL

Usage of the 19,000 seat Freedom Hall declined significantly since the University of Louisville basketball program relocated to the Yum! Center downtown in 2010. However, Freedom Hall is still used by events that have the largest economic impact at the KEC. These include National Farm Machinery Show, Mid-American Truck Show, National Street Rod Association, The North American International Livestock Exposition and the Kentucky State Fair. Even though infrequently used, with high usage only a couple of times a year, it is still an essential venue for these other smaller events. This building must stay in use and be enhanced and upgraded in order to continue serving these clients.

Freedom Hall was last updated in 1984, three decades ago. Its current condition can at best be described as fair, but the facility is in need of immediate functional, system and cosmetic improvements.

The lower level of the arena bowl and all of the back-of-house spaces need a thorough upgrade of both lighting and heating/air conditioning systems. Finishes and signage need upgrading as well and in many cases ADA compliance renovations are required. These spaces include locker rooms, dressing rooms, office and storage areas, other general support areas and circulation routes.

All of the seats in the arena should be replaced since most are in poor condition. The movable seating system and the rolling seat systems all need replacement. Current seating technology allows for telescoping seating, which will eliminate the trailer seating and the temporary seating. To accommodate smaller events that do not need the full seating capacity, a rigging system to support a temporary dividing curtain should be implemented. The arena when divided by the curtain should be flexible to accommodate between 6,000 to 8,000 seats and portray a full house.

The dated lighting and controls in the arena are inadequate, inefficient and should be replaced. Electrical and rigging provisions should be made for improved specialty concert and theatrical lighting. The exhaust system for tractor and truck pulls needs to be enhanced or supplemented to help remove carbon monoxide and lingering fumes. After 30 years of use, Freedom Hall's arena ceiling needs replacing. The poor visual environment around the escalator and its enclosure between the concourse and the arena floor level is a distraction and should be redone. Currently there is no truck dock at the rear service entrance to the hall, making loading and unloading for events very labor intensive. A high level truck dock with levelers should be incorporated into the rear staging area.

The entire spectator concourses need to be renovated. New flooring, ceilings and lighting, wall covering and columns covers could provide a total new environment to users. It is reasonable that the concession stands be eliminated since it is now an industry trend to use portable concession carts or kiosks. This approach should be further discussed with the concessionaire to determine the optimum solution from F&B sales and operations perspectives. The toilet facilities need to be upgraded with new fixtures, wall finishes and lighting. The green rooms and locker rooms must be refurbished.

The exterior of Freedom Hall needs an extensive face lift to improve the appearance and appeal of the facility. The main front entrance portico could be modernized to be more assertive and welcoming, and the ticket booths that are no longer used could be eliminated.

The air-conditioning for the arena area of Freedom Hall consists of four (4) large air handling units (AHUs) located on the 3rd and 4th floors of the mechanical mezzanines around the perimeter of the arena. Each unit was designed for 100,000 CFM of supply air. The return fans were designed for 80,000 CFM. The units are custom and consist of roll-type filters, a chilled/hot water coil (which have been replaced), a supply air fan, and a return air fan. The coils have partial face and bypass dampers. The units were originally designed with steam pre-heat and re-heat coils, but these coils have either been removed or disconnected from the steam supply. AHUs #1 and #2 have the return fans, filters, coils and outside/relief plenums located on the 3rd floor, with the supply air fan located on the 4th floor. AHU #3 and 4 have all components located on the 4th floor. According to the facility staff, they experience stratification issues at these coils. Air is supplied to the arena through five (5) large branch ducts from each unit.

It is recommended that the existing AHU units be rebuilt as follows:

- a. Replace all filter racks with filter racks to accept pleated filter media similar to South Wing "C" units (24"x24"x2" pleated type).
- b. Install an air-blender module upstream of the filters and chilled water coils to provide even blending of the outside and return air streams. This will reduce the stratification being experienced at the coils for AHUs #1 and #2.
- c. Replace outside air and return air dampers.
- d. Replace the existing centrifugal supply air and return air fans with a fan array system consisting of individual direct-drive plenum style fans.

The existing DDC controls will remain and will be modified as required for the proposed improvements. All ductwork and panels remaining, including the supply and return ductwork within the Arena, should be cleaned. The existing fan feeds will be replaced with new disconnects, conduit, feeders, etc. to accommodate the new replacement fans.

The air-conditioning system for the concourse area of Freedom Hall consists of sixteen (16) air handling units (AHUs) located on the mechanical mezzanines around the perimeter of the arena and all should be replaced.

Given the extensive number and types of improvements to Freedom Hall that are needed, it is suggested that they be prioritized to maximize use by existing and new clients.

WEST WING

The West Wing, originally constructed in 1956, is in poor condition and is not marketable nor functional as exhibit space. It has low ceilings varying between 15' and 28' in height and columns on close centers, approximately on a 30' x 70' grid. The West Wing is used primarily for livestock shows during the North American and the State Fair. It is also used during a few shows that utilize the entire complex.

The ideal solution to the West Wing's extensive deficiencies would be to demolish and replace it with a state-of-the-art, Class A exhibition facility. This was what was done with the East Wing. It has become apparent that some existing clients may leave KEC if something major is not done to the West Wing. This means that replacement of the West Wing and Pavilion may should be one of the immediate priorities. However, considering the state's financial situation and other priorities, it is recommended that some interior improvements be made to the West Wing that will modestly enhance and extend its useful life. These include replacement of all the lighting, repainting the walls, ceiling and columns. The floor and floor ports and drains will be thoroughly cleaned so that lingering odors are not a problem. One further enhancement to be considered would be to place cement based topping on the floor slabs. The air handlers all need replacing if the facility is to stay in use for more than a few years.

The air-conditioning for the West Wing and Pavilion is accomplished by 23 single-zone air handling units. The units are all suspended from the roof structure and installed on a steel frame. The West Wing consists of 15 AHUs each designed for 20,000 CFM. The Pavilion consists of 8 AHUs each designed for 15,000 CFM. The units consist of roll-type filters, abandoned steam heating coils, a chilled/hot water coil and a supply air fan. The coils have partial face and bypass dampers.

All units should be replaced with new double-wall air handling units. The support framing will be removed and replaced to accommodate the new units. The units will consist of a filter mixing box with OA/RA dampers, supply fan with VFD and a chilled/hot water coil. The new units will be configured in a blow-through configuration and utilize fan array for the supply fans. The new filter racks will house throw-away pleated filters similar to South Wing "C" units (24"x24"x2" pleated type).

New DDC controls will be installed for each AHU unit. Ductwork and panels remaining, including the supply and return ductwork within the Arena should be cleaned. The existing fan feeds will be replaced with new disconnects conduit, feeders, etc. to accommodate the new replacement fans.

The addition of the Agri-Plex will lessen the load on the West wing and shifting some events there will prolong the life of the West wing.

The air-conditioning system for the West Hall consists of 10 air handling units located on mechanical platforms.

Each unit consists of roll-type filters, a hot water coil, a chilled water coil and a supply air fan. The systems also utilize a return fan. Some of the air handling units utilize electric heat for zone control.

All units will be replaced with new double-wall air handling units. Building modifications such as will be required to allow for the removal and reinstallation of the units. The units will consist of a filter mixing box with OA/RA dampers, supply fan with VFD and a chilled/hot water coil. The new units will be configured in a blow-through configuration and utilize fan array for the supply fans. The return fans will also be replaced and a relief air fan arrangement should be considered. The new filter racks will house disposable pleated filters similar to South Wing C units (24"x24"x2" pleated type). Additionally, new DDC controls will be installed for each unit.

MEETING/MULTI-PURPOSE BALLROOM SPACE

The market study's recommendation to add 75,000 SF of meeting space on the KEC campus addresses a frequently observed deficiency in the public assembly space offerings at KEC. Breakout space is becoming an increasingly important component of various events at similar meeting facilities throughout North America. Given the multi-purpose nature of the KEC's facilities, adding new meeting space will better support the event programs of the center's diverse set of existing and new clients. The market analysts believe that the addition of this meeting and Ballroom/Multi-purpose space should move forward at the KEC even though the downtown Kentucky International Convention Center is being renovated and expanded.

The master planning team recommends that both the new meeting rooms and ballroom/multi-purpose space be located in close proximity to the existing major exhibition halls and meeting space. This will help to consolidate visitor travel time between and among the venues, aid in visitor wayfinding, and maximize back-of-house service functionality.

The 40,000 SF ballroom/multi-purpose space can most effectively be located between the North Wing and South Wing A on a new second level above East Hall which currently is used as exhibition space (approximately 33,000 SF). This Ballroom location provides a strong relationship to the main entrance and lobby at the North Wing which is desirable since this multi-purpose space will sometimes be utilized on a stand-alone basis. Attendees will use the existing escalators and elevators that currently connect the Workman Lobby with the second level above. Further study will be necessary to determine if additional vertical transportation elements will have to be provided to serve the attendees accessing the Ballroom. The Ballroom can also be accessed via the North lobby and the elevated bridge that goes through the North Wing at the upper level. This location also allows for the provision of public pre-function and service corridors to serve the Ballroom space when it is either sub-divided or used as a whole.

East Hall should remain as exhibition space since it critically connects North Wing and South Wing A, which is essential for large exhibitions. A 90' by 90' grid of columns in the East Hall to support the Ballroom above will be acceptable in the rebuilding of this space. Event and operations-sensitive construction phasing of the new foundations and structural work affecting the Hall will have to be carefully planned.

The multi-purpose Ballroom can be divided into thirds using movable partitions, thereby creating large meeting rooms of a size that are not currently found on the KEC campus. Uses of this new flexible multi-purpose space, which will be column-free and carpeted, include exhibits, plenary sessions and presentations, large food and beverage functions (breakfasts, lunches, banquets), and meetings of various sizes. The space should have controllable day lighting.

A new supporting full-service kitchen of approximately 11,000 SF will be located on the same upper level adjacent to the Ballroom, on its east side in order to be easily accessible to truck docks below. These will be adjacent to the vehicular service drive for F&B delivery and waste stream trucks. A storage area (approximately 2,000 SF) should also be provided at this location for the temporary storage of furniture (tables, chairs, stage risers, etc.) for those occasions when the multi-purpose Ballroom is used for exhibits or other functions that do not use this

furniture. New restrooms, service corridor audio-visual control room and HVAC support spaces will also be included as additional Ballroom support spaces.

The demand for informal gathering spaces has become prevalent to give attendees a place to relax, check e-mail or phone in between meetings. The first floor space that now contains several meeting rooms will become open space as the upper level multi-purpose/ballroom is constructed. This will be configured as the gathering space. Also to be incorporated into this space will be small retail areas such as a coffee shop or a wine bar or similar venues. This trend is being well received in other facilities and would be used when shows or exhibits are ongoing.

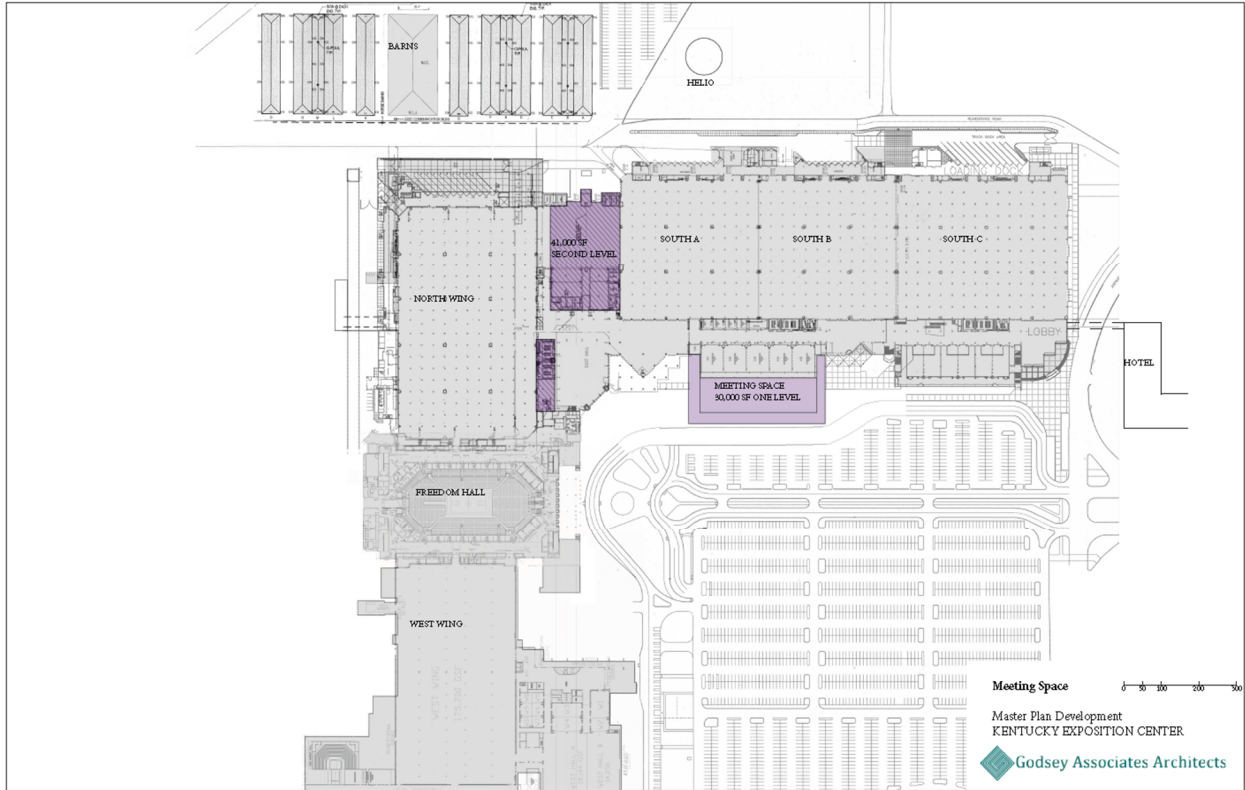
A logical location for the 35,000 SF of new meeting space called for in the CSL report is to the west side of South Wings A and B, organized in similar fashion as the existing meeting room block that is west of South Wing B. The addition could be configured as either one story or two story depending on the square feet needed. This new meeting block will need to be supported by additional public circulation space, service corridors, F&B pantry, storage, restrooms and MEP space.

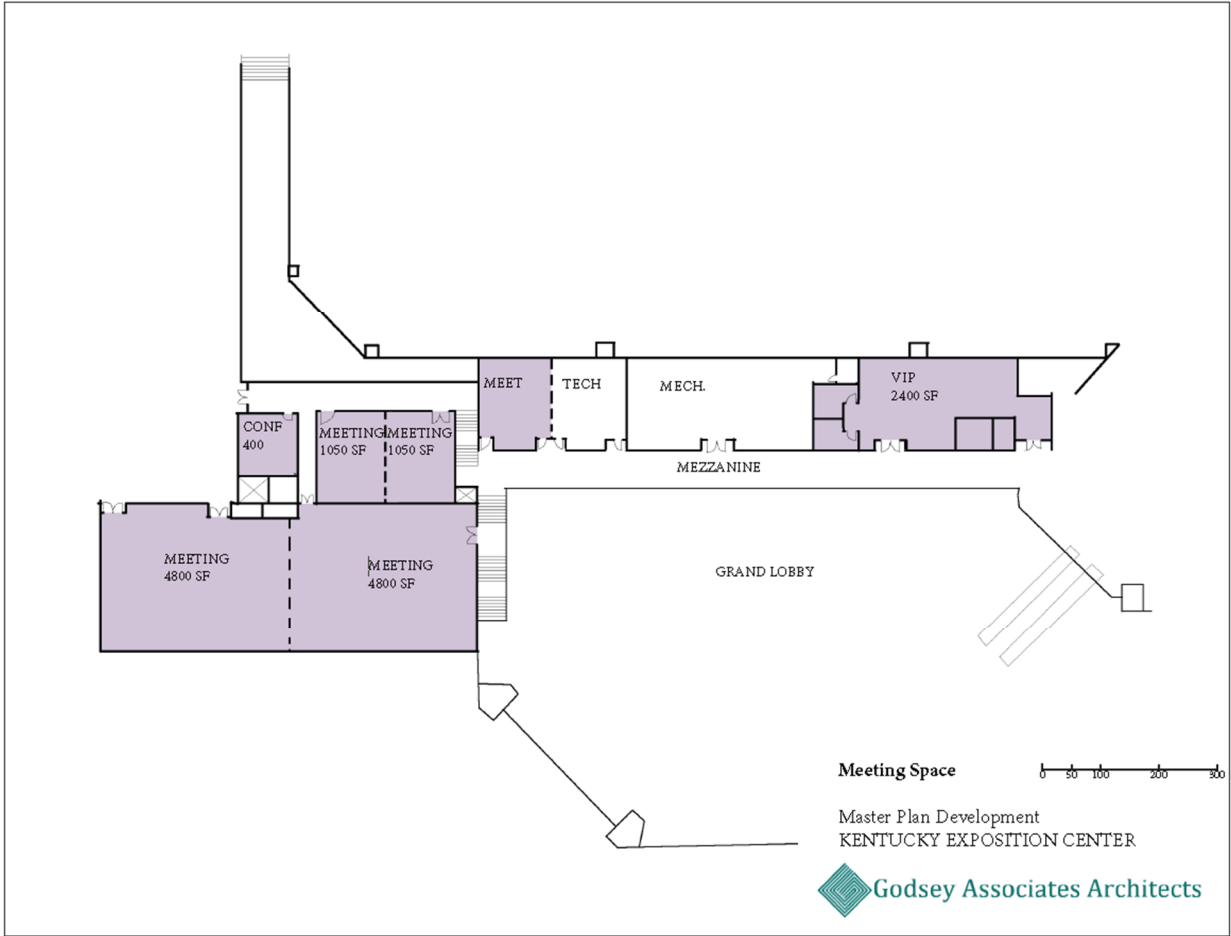
Demisement of the new meeting space with permanent and air walls should focus on creating meeting rooms sizes that accommodate a range of audience sizes.

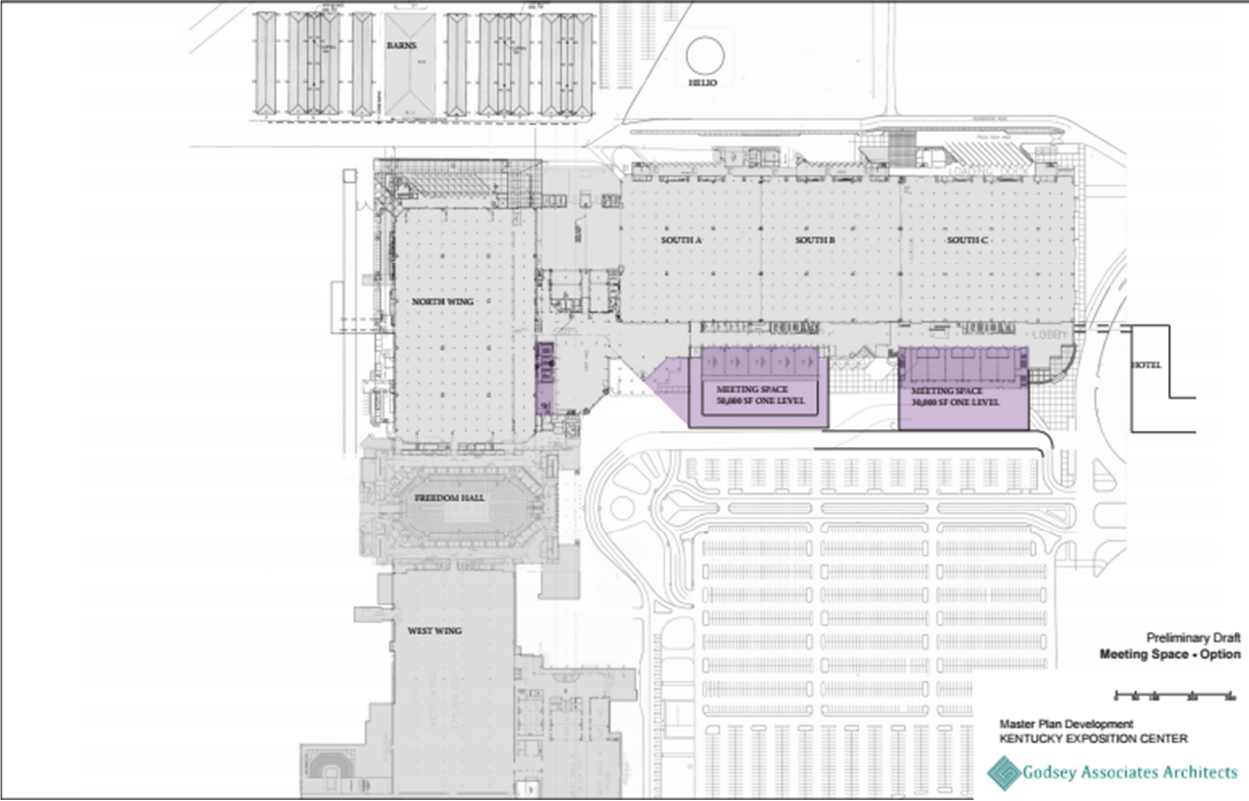
There is some unfinished space in the mezzanine area of the Workman Lobby that should be finished into meeting rooms as was originally planned. Also the ballroom space of Freedom Hall could be converted into meeting room space as it is presently under utilized. Together these two areas could add 16,000 SF of meeting space. This renovated space would offset the loss of approximately 11,000 SF of space in the East Hall when the Multi use ballroom construction eliminates those meeting rooms.

The tabulation below shows a preliminary estimate of the total gross SF area (leasable and service/support) for constructing the new Ballroom and meeting room blocks. Further detailed programming and design studies will be required to refine and confirm these figures.

FUNCTIONAL AREA	LEASABLE (SF)	SUPPORT (SF)	TOTAL (SF)
Ballroom/Multi-Purpose	40,000	32,000	72,000
Meeting Rooms	35,000	20,000	55,000
TOTAL	75,000	52,000	127,000







BROADBENT ARENA

Broadbent Arena is in reasonably good condition, but it has aged since built in 1977. Some enhancements according to the CSL report could result in the ability to attract more events.

Adding additional rigging capabilities and lighting improvements for shows and concerts is necessary. More space is needed for back-of-house type functions and could be added in the space between Broadbent and the Pavilion. The acquisition of a flat running track for the facility could allow additional events to be accommodated and take care of existing track events as well. Renovations of the meeting rooms and green rooms will improve the Marketability of the Arena.

HOTEL

Over the past several years the Kentucky State Fair Board has been working to obtain a full-service convention hotel to be located near (modest walking distance) to the KEC. Utilization of the KEC is expected to improve with an increase in hospitality/sleeping accommodations that are located near the KEC. This hotel will not only help gain new business, but also is essential to maintain the existing Trade Shows utilizing KEC. This new hotel's location near the airport and major roads is considered to create an additional incentive for its development. The hotel is proposed to be located on Phillips Lane, near Gate 1 where the Kentucky Transportation Cabinet office currently is situated. The hotel would consist of approximately 400-600 rooms and offer a full complement of meeting rooms, ballroom, dining and other support facilities. The hotel should connect directly to KEC through an overhead pedestrian bridge across Phillips Lane and the Circle of Champions. Provisions have already been made in South Wing C to accommodate this future bridge connection. The solicitation and negotiations with developers to develop the hotel are ongoing.

SITE IMPROVEMENTS

The CSL marketing report indicates that the exterior environment of the KEC campus has several deficiencies requiring improvements. The report also indicates that the main entrances should be more significant, appropriate to the importance of the destination. Reference is made to "architectural monuments" to give an identity to the entrances. The master planning team suggests that these two ideas could be combined with new ticket booths designed in such a way that they also function as the symbolic main entrances to the KEC. Consideration should also be given to new technology for automobile access and payment for parking. Electronic means of collecting parking fees could be integrated into the ticket booth entrances areas, combining and reducing staffing requirements and delays on busy event days.

External signage and wayfinding systems need to be fully replaced with a comprehensive and new approach. Much of these improvements are outlined in detail in the KEC Traffic Flow Master plan of July 2007 by Gresham Smith. A coherent signage system throughout the site is needed to welcome and guide patrons to their destinations faster and with greater clarity and sense of hospitality. A combination of fixed and electronic signage can be employed. More signage on the Circle of Champions is needed clearly indicate how to access the various venues on site. Color-coded signage for each venue that provides a continuous route to the intended destination and the appropriate parking area should be considered. Signage on both sides of the roadways would be more effective. The new wayfinding system should carryover to the interiors of the various venues and be comprehensive and coordinated throughout. It is suggested that the new graphic design of the wayfinding system be coordinated with KEC's brand identity that appears in printed or electronic media and elsewhere.

Current trends in the public assembly industry indicate a growing need for informal gathering spaces both on the exterior and in the interior of facilities. These spaces give the attendees a place to converse, socialize, network, informally meet or get away for a few minutes to check e-

mail or make phone calls. Several of these informal gathering spaces, provided with utility hookups for portable food and beverage operations (including food trucks), should be located on the campus. Flexible, portable outdoor furniture appropriate to these functions should be provided. Complimenting or possibly combined with the exterior gathering spaces, the recommended master plan also indicates several areas of landscaped green spaces. These “oases” are located near entrances to the exhibition wings and could be developed to soften the existing hard surfaces. Trees and weather and sun-protecting pavilions in these areas can provide shade for users and also shade the building entrances from the sun. These could be developed incrementally to gauge how well they are used before going to the next phase with possible functional and aesthetic refinements.

To accommodate customers who walk in from surrounding hotels, a series of pedestrian walkways should be implemented. There are already walks in from Phillips Lane and an effort should be made to coordinate those with the Phillips Lane Walkability Assessment prepared by the Center for Neighborhoods. Pathways from Preston Highway through old gate 6 to the South wing complex would be one option. The other pedestrian way could come from Crittenden Drive through gate 4 and cross the parking areas. These walkways should be at least 8’ wide and be protected from traffic and should be enhanced by trees and other landscaping.

The satellite ticket booths are old, do not function well and are not attractive and should be replaced

WIRELESS

Wireless services are now expected by attendees to be readily available at most types of the events that take place at the KEC. That an increasing number of US facilities of all types are providing Wi-Fi without special fees is a particular influence on this expectation. An extensive Wi-Fi system should be implemented throughout the KEC facilities and selected exterior gathering areas. This system is not intended to take the place of the hardwired internet access for exhibitors that is available within the exhibition halls. Further research into the possible business model and level of broadband service will have to be undertaken as an early step in the implementation process.

The current vendor for KEC wireless systems offers some level of wireless services in most of the facilities of KEC. There are access points (APs) distributed through the halls with most of them located in the high steel. Each AP has an omni-directional antenna and covers a large footprint. The number of APs per hall does not meet the standard for a high density network, which in turn negatively affects customer experience.

To increase wireless density throughout the facility, many more access points would be required with highly-directional antennas which would narrow the signal and increase the strength. More POE, or power over Ethernet switches are needed to support those APs and Cat 6E cabling (two per AP location) would be required for redundant networking.

Once the APs are implemented, equipment and software upgrades will be required to manage the increased amount of APs including load balancing, controlling connection speed and implement customized wireless service required for buyouts and other products offered in a convention environment.

SUSTAINABILITY

Many areas of the existing KEC parking lots have areas of asphalt paving that need repair or repaving. Consideration should be given to replacing the conventionally paved lots with permeable drive on system. Although this would cost more than conventional solid paving, this feature would greatly reduce rainwater runoff and its supporting infrastructure, and recharging groundwater would be facilitated. It is also recommended that improved pedestrian walkways and more trees be added to all of the KEC parking lots in selected locations. Other sustainable initiatives reflecting positively on the KSFB can be undertaken as part of the comprehensive renovation and new construction program outlined in this master plan. Proper re-use and disposition of demolition materials; improved power, lighting and building management controls; sustainable materials sourcing; improved energy and water management and many other areas of sustainable design and construction practices should be addressed as part of a comprehensive progressive environmental stewardship program at the KEC.



PHILLIPS LANE

Phillips Lane currently connects Crittenden Drive and Preston Highway and separates the Prestonia property from the main KEC campus. There has been consideration given to closing this part of Phillips Lane, which would allow for more beneficial use of the Prestonia Tract. However, Phillips Lane is a highly used road and is an integral part of Metro government's South End Plan, so discontinuing vehicular traffic on it will not be practical. The rerouting of Phillips Lane so that it basically mirrors the interstate ramp from I-65 to the main KEC entrance has also been previously considered and was proposed in the 1996 Master plan study. However, to reroute the road would create two very awkward intersections at Preston Highway and at the main KEC entrance. It is recommended that an overhead bridge be constructed spanning both Phillips Lane and the Circle of Champions. This would be for pedestrian circulation and for light carts and trams. This improvement will greatly enhance the access to and the usability of the Prestonia Tract which could be used for additional parking or for special outdoor events; it has been recently used for an off-road vehicle rally and event.

INFRASTRUCTURE

WATER SURVEY SUMMARY

An extensive site water pressure analysis was performed by CMTA in 2003. Several issues were identified during the testing. Primarily excessive pressure losses were observed from the main service lines supplied from Crittenden Drive and from Phillips lane. As part of the South Wing C Expansion and the North Wing Project, portions of the existing water mains on the east and west side of the South Wing back to Phillips Lane were replaced. There is still a large portion of the existing water lines in place that need to be addressed. Any future construction activities should consider replacement of the existing lines.

NATURAL GAS SUMMARY

The last improvement on campus requiring major natural gas modifications was part of the South Wing C project. In a letter dated January 3, 2002 documenting a conversation with LG&E it was discussed that the connected gas loads for the campus would actually exceed the gas service meter capacity. It was decided that there was enough diversity in the system to address the potential capacity issues. To date, no modifications have been made to the incoming gas service to the campus or the meter loop which is located above the Makeup Ring at Freedom Hall. Any future construction activities should consider replacement of the existing main service line to the campus and replacement and relocation of the gas meters.

PROPERTY ACQUISITION

The Kentucky Exposition Center currently occupies approximately 400-plus acres of land, bounded by I-65, Crittenden Drive and Phillips Lane. The geographical property definition is indicated on the Perimeter map, contained in the Appendix of this report. Several small and large land parcels that protrude into the KEC property. While additional land is not needed to implement the capital improvements outlined and proposed in this master plan, it is recommended that as parcels become available on the market they be purchased and added to the holdings of the Fair Board. This strategy will allow for flexibility for the long-term additional growth of the KEC.

The University of Louisville holds a long-term lease on the Athletic Building which at one time served Cardinal Stadium. It is still in use by University of Louisville athletics. At a time convenient to both parties, this lease should be terminated and the building removed to allow for future facilities and circulation related to the KEC's functions.

PROJECTED COSTS

The projected costs presented below are very preliminary order –of-magnitude only, subject to further definition of individual projects, contract packing, contractor's general conditions and competitive conditions at the time of bidding and other factors out of the control of the master planning team, the Division of Engineering and the Kentucky State fair Board. They are projected to 2016 costs based on current low inflation numbers.

Cardinal Stadium Demolition	\$3,150,000
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Includes demolition, asbestos abatement and utility relocation

Storage	\$6,500,000
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100,000 sq. ft. Pre-engineered building, masonry wall and 16 'high

Agri-Plex	\$23,500,000
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Pre-engineered building, masonry walls, 24' clear height

Freedom Hall	\$17,615,000
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New arena seating, lighting, ceilings, dividing curtain, exhaust fan

Concourse enhancements, toilet and dressing rooms enhancements

West Wing minor upgrade	\$3,800,000
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Add air handler	\$2,200,000
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West Wing replace 191,000 sq. ft.	\$68,000,000
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Meeting Space

Mezzanine	\$350,000
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Freedom Hall Ballroom	\$1,700,000
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Second level meeting/ballroom	\$32,000,000
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Ground level addition	\$13,500,000
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Broadbent	\$1,600,000
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Site Improvements

Ticket booths	\$150,000
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Architectural Entrance Icons	\$5,000,000
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Way-finding	\$6,000,000
Green Space	\$100,000
Phillips Lane Bridge	\$1,000,000

Note, some info on way-finding taken from Traffic Flow Master Plan, July 2007 by Gresham Smith.

IMPLEMENTATION AND PHASING

There are numerous issues to be considered in determining how to phase the various KEC improvements proposed in this master plan; it is obvious that construction will not happen all at one time. The amount of public investment capital and the timing of its availability will be critical determinants. Prioritizing the proposed improvements must also take into account CSL's recommendations relative to market-driven factors and potential return on investment. Phased implementation of improvements will also be driven by the need to keep the KEC operational during construction, which requires careful consideration of the anticipated schedule and facility utilization patterns of events whether already current or future bookings. Functional, environmental and life safety requirements will also be important drivers in determining the detailed implementation schedule.

A preliminary phasing sequence is outlined below to respond to and inform some of the above issues. This listing groups the various improvement projects into three time frames: immediate, intermediate, and long-term. Should funding be available it would be desirable to accelerate the implementation of the intermediate term improvements as much as possible.

Immediate:

- 1) Demolish Cardinal Stadium
- 2) New Storage Facilities
- 3) New Agri-Plex
- 4) New Staging area at Freedom Hall
- 5) West Wing – basic improvements
- 6) Mezzanine and Freedom Hall Meeting space

Intermediate:

- 1) Freedom Hall upgrades
- 2) New Meeting Rooms/Multi-Purpose Ballroom
- 3) Broadbent Arena upgrades
- 4) Replace West Wing

Long Term:

- 1) Bridge at Phillips Lane
- 2) Relocate Horse Barns

On-Going (all Phases):

- Site Development
- Hotel Development
- FF&E Purchases
- Property Acquisition
- Roof Repairs
- Emergency Maintenance

It is recommended that an overall design manager be retained to support the implementation of the KEC improvements program. This entity would provide detailed facility programming, a process which should include substantive input from client/attendee/user stakeholders. Other key responsibilities of the design manager would include the creation of campus wide-design standards, establishment of overall design concepts for the projects, and helping to manage and coordinate individual projects that would likely be have final design carried out by a number of different architect/engineer teams. Similarly, a construction manager/adviser should eventually be retained in order to develop, refine and implement a detailed construction schedule. This construction manager, working with the coordinating design manager, will provide management of all of the construction projects at KEC and help achieve coordination among them, especially if they are contracted individually by separate contractors.

CONCLUSIONS AND NEXT STEPS

This master planning effort has identified additions, renovations and improvements to the Kentucky Exposition Center that are estimated to cost well over \$192 million in construction costs. This figure is in addition to the costs for numerous previously identified deferred maintenance issues that need to be remedied as well as required equipment purchases.

It is a consensus that the very first step in implementing the master plan should be the demolition of Cardinal Stadium. This project clears the site of an obsolete and unsafe eyesore and its removal will allow several of the following phases to proceed. The two subsequent recommended priorities, additional storage and additional animal stalls may not necessarily result in new business, but certainly will improve operations for several existing shows. For the other projects identified in this report, determinations need to be made about which of the recommended improvements will be most effective in retaining existing clients and for obtaining new business.

The CSL report indicates 56% of users will definitely continue future usage of the KEC facilities, while 17% would likely increase future usage with improvements. Improvements to existing facilities are therefore needed and needed soon. The West Wing needs to be replaced, although not necessarily to the same standards as the North Wing or renovated. This step may provide the incentive for some existing shows to renew. If the funding for a total replacement is not available in the near term, modest enhancements of the existing West Wing should be made to encourage clients to continue locating their shows there.

Freedom Hall, which has not had any substantial improvements since 1984, needs major work and at significant cost. In order to prioritize improvements to Freedom Hall among those identified in this master plan, it is recommended that conversation with the major users be initiated to help determine which improvements have the best potential to increase utilization. Although it may be hard to justify the expenditure of major funds on enhancements that may not provide any obvious and measurable net return on the investments, some improvements to Freedom Hall are needed simply to retain existing business.

Several existing clients have strongly indicated the need for additional meeting/breakout/multi-purpose ballroom space. The ratio of meeting to exhibit space at the KEC is low relative to industry standards and current trends. The addition of meeting space could be a key deterrent for retaining existing clients, increasing event attendance, and attracting new clients. Increased revenues from food and beverage operations can be realized with the addition of these spaces.

Site development, including improvements to entrances, way finding graphics, outdoor event space, landscaping and lighting will dramatically improve the attendee experience and result in a substantial improvement to the overall image and marketability of the KEC. The geographic scope of these improvements is broad, and this work can easily be phased. Together with the

improvements to the individual structures, there is great potential to improve the entire KEC campus and bring it in to the 21st century to be attractive to users of all ages.

This master plan has recommended priorities based on the CSL report and on input from staff of the KEC and the Louisville Convention and Visitor Bureau. An appropriate next step is to obtain input on the plan from several existing clients and potentially future ones to further test and refine priorities and project scopes. Another key next step to advance the program for improvements at KEC of course will involve an analysis of funding sources, and this process can begin in earnest and occur simultaneously with the process of interacting with user groups. Upon a better understanding of project priorities and the securing of funding, implementation steps will include detailed programming and design of the overall campus and individual projects, the development of a detailed master schedule, refined cost estimates and contract packaging, and an analysis of the best procurement processes.

Appendix

- Existing Buildings

Master Plan Development
Kentucky Exposition Center
Existing Buildings

1. Freedom Hall
2. North Wing
3. Workman Lobby
4. Centerplate
5. Maintenance Building
6. UL Athletics Building
7. Horse Barns
8. Horse Arena
9. South Wing A
10. South Wing B
11. South Wing C
12. East Hall
13. Broadbent Arena
14. Pavilion
15. New Market Hall
16. Milk House
17. West Wing
18. West Hall
19. Cardinal Stadium
20. L Lot Shower Building
21. H-I-J Barn



2

Time	1st Floor	2nd Floor
10:00	100	0
10:05	80	20
10:10	60	40
10:15	40	60
10:20	20	80
10:25	10	90
10:30	5	95
10:35	2	98
10:40	1	99
10:45	0	100
10:50	0	100
10:55	0	100
11:00	0	100

- **Traffic Flow**

Master Plan Development
Kentucky Exposition Center

Traffic Flow



- **Parking Spaces**

Master Plan Development
Kentucky Exposition Center

Parking Spaces

Spaces Per Lot

Lot	Hard Surface	Grass	Total
A	522		522
B	157	230	387
C		2,700	2,700
D	646		646
E	2,546		2,546
F	417		417
G	875	370	1,245
H	1,275		1,275
J	964		964
K		2,000	2,000
L	1,342		1,342
N	2,097		2,097
P	626		626
Q	61		61
West Hall Drive	47		47
Employee Lot	132		132
Ashton Adair	1,900		1,900
Prestonia	2,200		2,200
Total Spaces			20,198

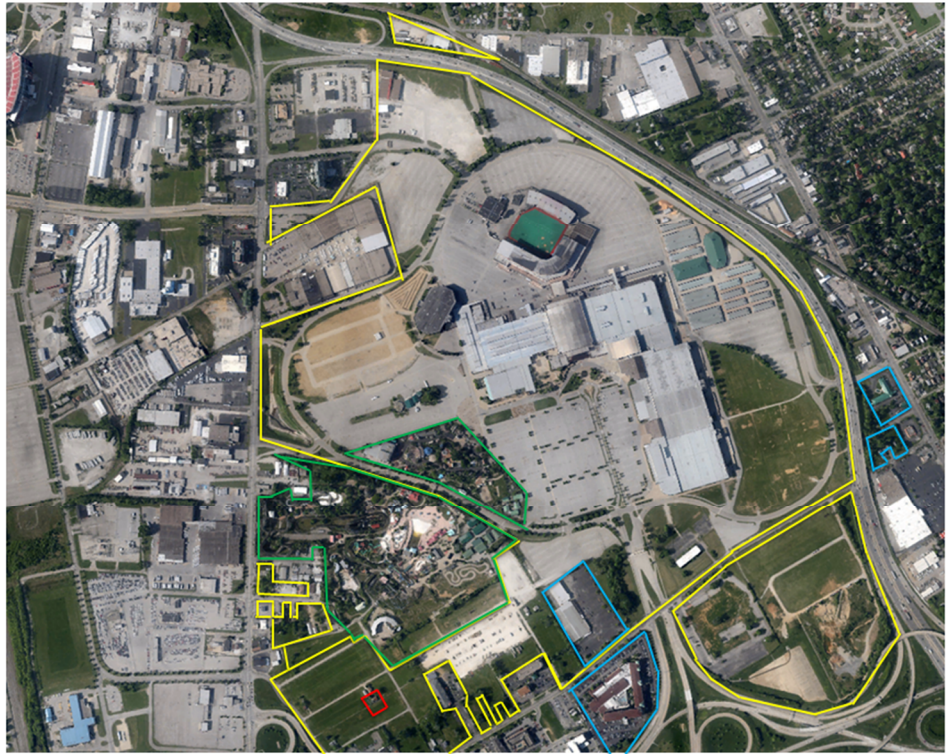


- **Facility Perimeter**

Master Plan Development
Kentucky Exposition Center

Facility Perimeter

Green = Kentucky Kingdom Leased
Yellow = Land Owned & Utilized
Red = Not Owned
Blue = Land Owned & Leased



- **Kentucky Kingdom**

6

Master Plan Development
Kentucky Exposition Center

Kentucky Kingdom

Green = Kentucky Kingdom Leased

Yellow = Land Owned & Utilized

Red = Not Owned

Blue = Land Owned & Leased

